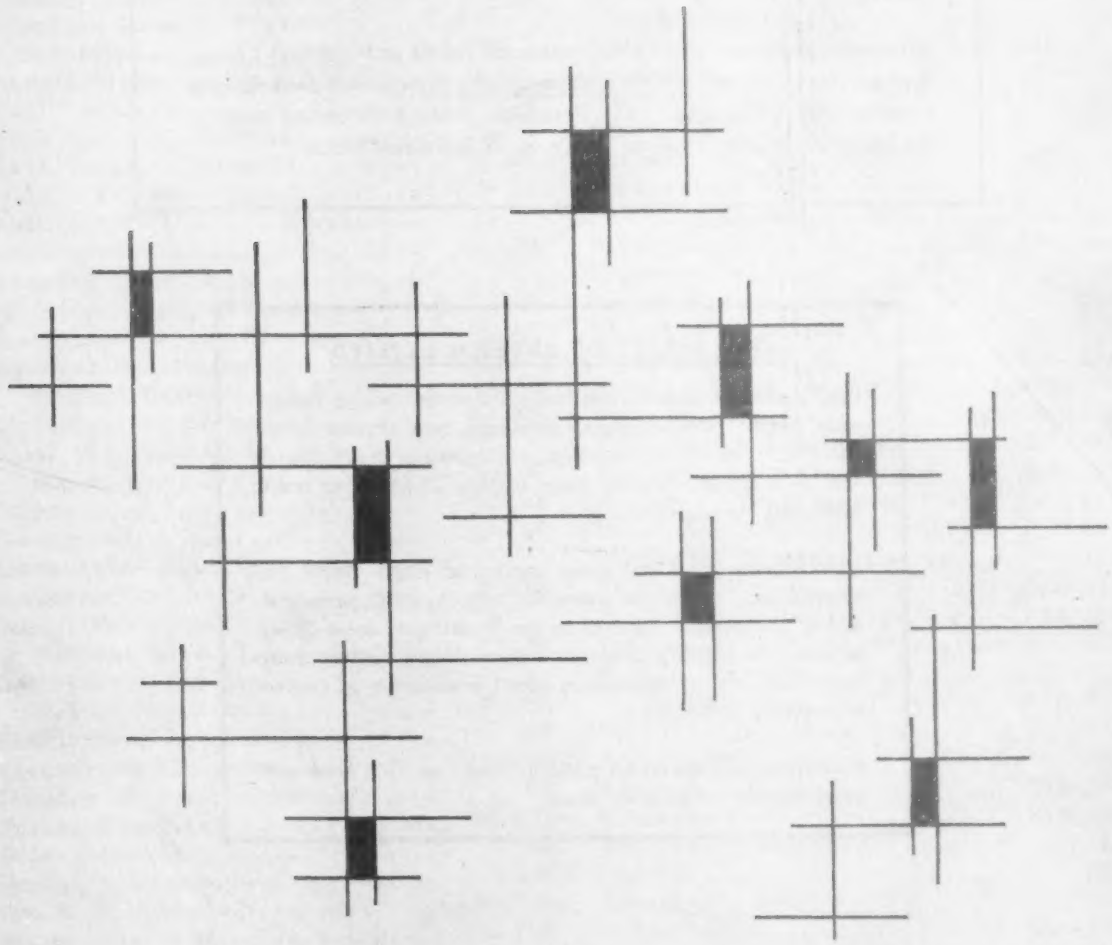
APRIL 1975
VOLUME 34, NO. 4

Personnel Literature



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ABSENTEEISM

4-1 S/C

Berger, Paul D. and James P. Monahan.
Planning model to cope with absenteeism. Journal of business, 47:512-517, October 1974.
A model for planning the optimum size of a standby workforce as a means of coping with absenteeism.

Descriptors: *Absenteeism.

ASSESSMENT CENTERS

4-2 Ie424 .Un35e

U.S. Civil Service Commission.
Evaluation of the Federal Executive Development Program Assessment Center. Prepared by Dale R. Baker and Charles G. Martin, Personnel Research and Development Center. Washington, 1974. 44p. (Technical memorandum 74-4)
Partial contents: Assessors skills survey; Assessors attitudes and opinions survey.

Descriptors: *Federal Executive Development Program / *Assessment centers.

ATTITUDE SURVEYS

4-3 S/I

Anderson, M.F.
Employee attitude surveys. Industrial and commerical training (Gt.Brit.), 6:34-37, January 1974.

Descriptors: *Attitude surveys / * Survey feedback.

AUTOMATIC DATA PROCESSING--PERSONNEL

4-4

Blackmore, Donald J.
A salary profile of electronic data processing occupations. Monthly labor review, 98:51-56, March 1975.
Surveys 125,000 ADP workers--systems analysts, computer programmers and computer operators.

Descriptors: *Automatic data processing personnel--Statistics / *Pay--Statistics.

4-5

Croisdale, D.W.
DP people--who do they think they are? Management services in government (Gt. Brit.), 30:35-40, February 1975.

Descriptors: *Automatic data processing personnel / Specialization / *Automatic data processing personnel--Training / *Great Britain civil service.

4-6

Don't just tell managers they must 'communicate'. Administrative management, 36:49-50+, February 1975.

Descriptors: *Executives--Training / *Automatic data processing personnel--Training / *U.S. Civil Service Commission, ADP Management Training Center.

AUTOMATIC DATA PROCESSING--PERSONNEL (Cont'd)

4-7

Ledbetter, William N.
Programming aptitude: how significant is it? Personnel journal, 54:165-166+, March 1975.
Aptitude for programmer training is "very widespread" among college students; neither sex differences nor undergraduate major is a significant factor in aptitude.

Descriptors: *Programmers--Selection / *Tests, Aptitude / Research.

CHANGE, ORGANIZATIONAL

4-8

Armenakis, Achilles A.
Evaluation guidelines for the OD practitioner. Personnel journal, 54:99-103+, February 1975.

Descriptors: *Organizational development / *Program evaluation / Surveys.

4-9

Beckhard, Richard.
Strategies for large system change.
Sloan management review, 16:43-55, Winter 1975.

Descriptors: *Change, Organizational / *Intervention techniques.

4-10

Evans, Martin G.
Opportunistic organizational research: the role of patch-up designs. Academy of Management journal, 18:98-108, March 1975.

Descriptors: *Change, Organizational / Research / *Methodology / Quasi-experiments / Managerial grid / Flexible working hours.

4-11

Heisler, W. J.
Patterns of OD in practice. Business horizons, 18:77-84, February 1975.

Descriptors: *Organization development / Surveys.

4-12

Marlow, Hugh.
A practical framework for managing change. Journal of European training, 3:196-205, no. 3 1974.
Describes an OD strategy used in the United Kingdom, "Accelerated Individual and Company Development."

Descriptors: *Change, Organizational / *Change, Resistance to / *Organization development.

4-13

Marstrander, Nils and Arne Ebeltoft.
An educational trigger for organization development. Journal of European training, 3:215-225, no. 3 1974.
Educational program that encourages participants to develop action plans for OD training based on their own knowledge of their organization's needs, climate, etc.

Descriptors: *Organization development / *Executives--Training--Case studies / *Training courses of study.

CHANGE, ORGANIZATIONAL (Cont'd)

4-14

Selfridge, Richard J. and Stanley L. Sokolik.
A comprehensive view of organization development. MSU business topics, 23:46-61, Winter 1975.
Identifies 10 levels of specific change interventions.

Descriptors: *Organization development / *Intervention techniques.

4-15 Id43 .St3c

Steele, Fritz.
Consulting for organizational change. Amherst, University of Massachusetts Press, 1975. 202p.

Descriptors: *Business consultants / *Change, Organizational.

CIVIL SERVICE

4-16

Bowman, James S. and David L. Norman, Jr.
Attitudes towards the public service: a survey of university students. Public personnel management, 4:113-121, March-April 1975.

Descriptors: *College students--Attitudes / *Work values / *Civil service / Surveys.

4-17

Murphy, Michael J.
Governmental data in municipalities 25,000 and under. Urban data service reports, 7:1-16, January 1975.

Descriptors: *Municipal finance--Statistics / *Municipal employees--Statistics / *Municipal government--Statistics / Pay / Unions / Affirmative action plans.

4-18

Savas, E. S. and Sigmund G. Ginsburg.
The civil service: a meritless system? Good government, 92:8-13, Winter 1975.

Descriptors: *New York (City) civil service / Tests / *Civil service reform / *Selection / Recruitment / Promotion / Motivation / Collective bargaining.

4-19 HA203 .Un27c 1972 Vol. 3

U.S. Bureau of the Census.
...Census of governments, 1972. Vol. 3. Public employment. Washington, U.S. Govt. Print. Off., 1974. 3v.
No. 1. Employment of major local governments; No. 2. Compendium of public employment; No. 3. Management-labor relations in state and local governments.

Descriptors: *Civil service--Statistics / *Local government--Statistics / *County officials and employees--Statistics / *Municipal employees--Statistics / *Payrolls--Statistics / *State employees--Statistics / *Strikes--Statistics / *Labor-management relations--Laws / State governments / *Local officials and employees--Statistics.

CIVIL SERVICE (Cont't)

4-20 HA203 .Un27c 1972 Vol. 6 No.4

U.S. Bureau of the Census.
Historical statistics on governmental finances and employment. Washington, U.S. Govt. Print. Off., 1974. 144p. (Census of governments, 1972; topical studies, vol. 6, no. 4).

Partial contents: Table 15, Summary of public employment and payrolls, by level of government: 1940 to 1972; table 16, Number of public employees (full-time and part-time) by function, by level of government; 1953 to 1972; table 17, Employment and payrolls of state and local governments, by level of government and by function: 1953 to 1972; table 20, Employment (full-time equivalent) of state and local governments, by level of government and by function, by states: 1972, 1967, 1962, 1957, and 1953.

Descriptors: *Civil service--Statistics / *Pay--Statistics / Federal government / State governments / Local government / *Finance, Public--Statistics.

CIVIL SERVICE, FEDERAL

4-21 S/I

Coopersmith Douglas P.
Aliens, employment, and equal protection. Villanova law review, 19:589-620, March 1974.

Descriptors: *Aliens--Employment / *Sugarman v. Dougall / *New York (State) civil service / In re Griffiths / *Civil service / Federal government / *Jalil v. Hampton / *Mow Sun Wong v. Hampton.

4-22 S/I

Rosenbloom, David H.
Forms of bureaucratic representation in the Federal service. Midwest review of public administration, 8:159-177, July 1974.

Descriptors: *Civil service / Federal employees / Passive representation / Active representation / *Bureaucracy--History / *Political activity / *Security program / *Removal / *Civil rights / Motivation / Political parties / Equal opportunity in employment.

4-23 HJ2050 Spec. Analysis

U.S. Office of Management and Budget.
Civilian employment in the executive branch. In its Special analyses; budget of the United States government, fiscal year 1976. Washington, U.S. Govt. Print. Off., 1975, p. 130-136.

Descriptors: *Civil service--Statistics / *Federal employees--Statistics / *Labor costs--Statistics / Federal government / *Fringe benefits--Costs / Military personnel / *Compensation--Statistics / *Population--U.S.--Statistics / *State employees--Statistics / Local officials and employees--Statistics.

4-24

U.S. President, 1974- (Gerald R. Ford)
Civil service merit system; exchange of letters between the President and Mortimer M. Caplin, President of the National Civil Service League. February 27, 1975. Weekly compilation of Presidential documents, 11:224-225, March 3, 1975.

Descriptors: *Civil service / Federal government.

CIVIL SERVICE, FEDERAL (Cont'd)

4-25

U.S. President, 1974- (Gerald R. Ford).

Civil service rules; Executive Order 11839. Dated February 15, 1975. Released February 18, 1975. Amending the civil service rules to except certain positions in regional offices from the career service. Weekly compilation of Presidential documents, 11:199-200, February 24, 1975.

Descriptors: *Executive Order 11839 / *Excepted positions.

CIVIL SERVICE, FOREIGN

4-26

Bashir, Iskandar.

Training for the public sector in Lebanon. International review of administrative sciences, 40:359-365, no. 4 1974.

Descriptors: *Lebanon civil service / *Executives--Training.

4-27 Ie536 .C16b 1973

Canada. Public Service Staff Relations Board.

Benefits and working conditions in the public service of Canada. Prepared by Pay Research Bureau. Ottawa, 1973. 75p.

Descriptors: *Canada civil service / *Pay / *Fringe benefits / *Employee services / *Training / *Labor-management relations.

4-28

Darbel, Alain and Dominique Schnapper.

Les structures de l'administration francaise. International review of administrative sciences, 40:335-349, no. 4 1974.

Summary in English, p. ii-iv.

Descriptors: *France civil service / *Executives--Attitudes / *Executives--Recruitment.

COLLEGE GRADUATES

4-29

Adams, Sam.

How to charm the campus recruiter. MBA, 8:46-47+, November 1974.

Descriptors: *College graduates--Recruitment.

4-30 Ie53 .C5C68c 1975 (Jan.)

College Placement Council.

CPC salary survey; a study of 1974-75 beginning offers. Bethlehem, Pa., 1975. 6p.

Descriptors: *College graduates--Pay--Statistics.

4-31

The 15 top-ranked graduate business schools in the United States. MBA, 8:21-25, December 1974.

Based on opinions of student and working MBAs, graduate business school deans, and recruiters of MBAs.

Descriptors: *Business education / *Universities and colleges / Surveys.

COLLEGE GRADUATES (Cont'd)

4-32

Placement developments. Harvard Business School bulletin, 51:22-26, January-February 1975.

1965-1974 placement summaries for Harvard MBA graduates.

Descriptors: *College graduates--Employment--Statistics / *College graduates--Pay--Statistics / *Master of business administration degree.

COMMUNICATION

4-33 Ie552 .B23i

Barbour, Alton and Alvin A. Goldberg.

Interpersonal communication: teaching strategies and resources. New York, Speech Communication Association, 1974. 85p.

Performing organization: ERIC Clearinghouse on Reading and Communication Skills.

Descriptors: *Oral communication / *Oral communication--Bibliography / Communication models.

4-34

Bowman, Mary A.

Books on business writing and technical writing in the University of Illinois Library. Journal of business communication, 12:33-67, Winter 1975.

Descriptors: *Business report writing--Bibliography / *Letter writing--Bibliography / *Resumes--Bibliography / *Technical writing--Bibliography

4-35 Ie552 .B75c

Brennan, John.

The conscious communicator; making commnication work in the work place. Reading, Mass., Addison-Wesley Pub. Co., 1974. 191p.

Descriptors: *Communication--Methodology / *Communication in personnel management / *Organizations--Climate.

4-36 Ie552 .G29i

Georgia. University. Institute of Government.

Interpersonal communication; a guide for staff development. Athens, Ga., 1974. 96p. (IPA grant)

Descriptors: *Communication--Methodology / Management games / Audio-visual aids / *Communication in management / *Training courses of study.

4-37

Horn, Robert E.

More about information mapping. Training, 12:36-38, February 1975.

Descriptors: *Training manuals / *Writing.

CONFERENCES

4-38

Tasklanganos, Angelos A.

The committee in business: asset or liability? Personnel journal, 54:90-92, February 1975.

Descriptors: *Committees / *Meetings.

CREATIVE THINKING

4-39

Watson, Charles E.
Increasing your creative powers. Management world, 4:6-11, March 1975.

Descriptors: *Creative thinking.

DECISION MAKING

4-40

Green, Thad B.
An empirical analysis of nominal and interacting groups. Academy of management journal, 18:63-73, March 1975.

Descriptors: *Decision-making--Group method / Research / College students.

4-41

Nemiroff, Paul M. and Donald C. King.
Group decision-making performance as influenced by consensus and self-orientation. Human relations, 28:1-21, February 1975.

Descriptors: *Decision-making--Group method / Research / College students / Bass' Orientation Inventory.

4-42 Id24.9 .V28g

Van de Ven, Andrew H.
Group decision making and effectiveness; an experimental study. Kent, Ohio, Kent State University, Graduate School of Business Administration, 1974. 110p. (Organization and administrative sciences, v. 5, no. 3)
Compares relative effectiveness of interacting, nominal and delphi processes for decision-making.

Descriptors: *Decision-making--Group method / *Delphi method / Research.

DISCIPLINE

4-43

Donahue, Robert J.
Disciplinary actions in New York State service--a radical change. Public personnel management, 4:110-112, March-April 1975.

Descriptors: *Discipline / *New York (State) civil service.

EMPLOYEE HEALTH AND MEDICAL CARE

4-44

Cummings, Paul W.
Handling the alcoholic employee. Training and development journal, 29:42-44, February 1975.

Descriptors: *Alcoholic employees--Personnel policies / *Supervisors--Training.

4-45 HV5045 .L58c

Lewis, Brian J.
Counseling in alcoholism. Washington, Educational Resources Information Center, 1974. 18p. (ED-089-179)
Performing organization: Utah.University.

Descriptors: *Alcoholic employees--Counseling / *Alcoholics / *Counseling.

EMPLOYEE HEALTH AND MEDICAL CARE (Cont'd)

4-46

Wolters, Karen.

Conducting a health screening program in the small plant. International journal of occupational health & safety, 44:33-36, January-February 1975.

Preventive health-screening program in a one-nurse medical unit.

Descriptors: *Medical and physical examinations.

EMPLOYEES' COMPENSATION

4-47

Berkowitz, Monroe.

The older worker's stake in workers' compensation. Industrial gerontology, 2:53-61, Winter 1975.

"The National Commission on State Workmen's Compensation laws has made a series of recommendations to improve the coverage of state programs."

Descriptors: *Employees' compensation / *Older worker / *U.S. National Commission on State Workmen's Compensation Laws.

4-48

Levine, Marvin J.

Legal questions regarding the causation of occupational disease. Labor law journal, 26:88-106, February 1975.

Descriptors: *Employees' compensation / *Accidents / *Occupational diseases / *Employees' compensation--Cases / State governments.

EQUAL OPPORTUNITY IN EMPLOYMENT

4-49

Affirmative action and the public sector. Fair employment practices, p. 3-4, March 20, 1975.

Descriptors: *Affirmative action plans.

4-50 Ic152.9 .A2s

Alexander, Rodney and Elizabeth Sapery.

The shortchanged: women and minorities in banking. New York, Dunellen Pub. Co., 1973. 186p.

Prepared for the Council on Economic Priorities. Includes employment profiles for 18 major banks.

Descriptors: *Bank workers / *Minority groups--Employment / *Women--Employment / *Equal opportunity in employment / Research.

4-51

Friedman, Everett M.

Insurance compliance staff expectations for EEO in 1975. Best's review (life/health insurance ed.), 75:14+, February 1975.

From a presentation delivered at the EEO Workshop for Federal Contractors in the Insurance Industry.

Descriptors: *Affirmative action plans / *Contractor personnel / *Insurance companies.

4-52 S/I

Goldstein, Marcia L.

Employer discrimination: how far does NLRB jurisdiction reach? Cornell law review, 59:1078-1096, August 1974.

Descriptors: *U.S. National Labor Relations Board / *Discrimination--Cases / *Unions / Employers / *U.S. Equal Employment Opportunity Commission.

4-53 S/I
Heisel, W.D.
Discrimination in police and fire employment. Cities & villages, 22:4-64, August 1974.

Discriptors: *Affirmative action plans / *Negroes--Discrimination--Cases / Test validity / *Fireman / *Police.

4-54 S/I
Lewinsohn, Thomas F.
Equal employment opportunity through affirmative action. Midwest review of public administration, 8:71-73, January 1974.

Descriptors: *Affirmative action plans.

4-55
Marsh, John J.
The felony conviction and teacher/counselor certification. Public personnel management, 4:96-103, March-April 1975.
"...Selected policies and practices in each of the fifty states regarding the certification as a teacher and/or counselor of the person convicted of a felony."

Descriptors: *Offenders--Employment / *Certification / *Counselors / *Teachers--Certification / Surveys.

4-56
Ornati, Oscar A. and Edward Giblin.
The high cost of discrimination. Business horizons, 18:35-40, February 1975.

Descriptors: *Affirmative action plans / *Discrimination / Internal compliance reviews.

4-57
Shaffer, Butler D., and J. Brad Chapman.
Hiring quotas - will they work? Labor law journal, 26:152-162, March 1975.

Descriptors: *Affirmative action plans / *Women--Employment.

4-58 S/I
Siber, Bonnie L.
The security of unions and equal employment opportunity: can the two exist? Industrial and labor relations forum, 10:255-289, October 1974.

Descriptors: *Unions / *Equal opportunity in employment / *Union security / Seniority / Grievances--Procedures.

4-59
U.S. President 1974- (Gerald R. Ford)
Equal opportunity in Federal employment; the President's memorandum for heads of departments and agencies, March 6, 1975. Weekly compilation of Presidential documents, 11:244, March 10, 1975.

Descriptors: *Equal opportunity in employment / *U.S. Civil Service Commission.

4-60
Williams, Cortez H.
Employing the black administrator. Public personnel management, 4:76-83, March-April 1975.

Descriptors: *Negroes--Attitudes toward / *Negroes--Career opportunities / *Negroes--Executives / *Negroes--Tests / Civil service / Personnel policies / Federal government.

ETHICS

4-61
Morgenson, Donald F.
White collar crime and the violation of trust.
Personnel journal, 54:154-155+, March 1975.

Descriptors: *White collar crimes.

4-62
Newstrom, John W. and William A. Ruch.
The ethics of management and the management of ethics. MSU business topics, 23:29-37, Winter 1975.
Study of managerial ethics focuses on 17 perceptual behavior items.

Descriptors: *Business ethics / *Executives--Characteristics / Research.

4-63 S/I
[Symposium: the law, the bar and public virtue.] Chicago bar record, 55:entire issue, Special Centennial Issue, 1974.
Presents the papers and discussion of the Centennial Symposium, "The Law, the Bar and Public Virtue," Chicago, January 24, 1974.
Partial contents: The special responsibility of lawyers in the executive branch, by Kenneth W. Dam; The media--monitors of virtue? by David Broder; Professional responsibility to clients and the public interest: is there a conflict? by Abe Krash; If lawyers were angels: a sermon in one canon, by Bayless Manning.

Descriptors: *Legal ethics / *Government attorneys / Federal government / *Attorneys.

EXECUTIVES

4-64
Andronicos, Bill.
Policymaker briefing plan set by CSC. Federal times, 10:3, March 5, 1975.

Descriptors: *Political executives / *Orientation / Federal government.

4-65
Deckard, Noble S. and Kenneth W. Lessey.
A model for understanding management manpower: forecasting and planning.
Personnel journal, 54:169-173+, March 1975.

Descriptors: *Executives--Manpower planning / *Manpower planning models / *Manpower forecasting.

4-66
Grupp, Fred W., Jr. and Allan R. Richards.
Job satisfaction among state executives in the U.S. Public personnel management, 4:104-109, March-April 1975.
Survey covered high-level, appointed executives in 10 states. Results are compared with those of surveys of Federal government and private sector executives.

Descriptors: *Political executives / *Job satisfaction / State governments / Surveys.

EXECUTIVES (Cont'd)

4-67

Hood, John M., Jr.
The company man in crisis. Personnel journal, 54:93-96, February 1975.

Descriptors: *Stress, Psychological / *Executives--Mental health / *Middle management.

4-68

Levy, Robert.
The executive title wave. Dun's review, 105:70-72, March 1975.

Descriptors: *Job titles.

4-69

Verespej, Michael A.
Senior managers: making age an asset. Industry week, 184:31-35, February 24, 1975.

Descriptors: *Executives / *Older worker.

EXECUTIVES--ABILITIES AND CHARACTERISTICS

4-70

Atkins, Stuart and Allan Katcher.
Getting your team in tune. Nation's business, 63:91-93, March 1975.

Descriptors: *Executives--Abilities / *Teamwork.

4-71

Becerra, Marilyn.
Marriage and the corporation. Nation's business, 63:82-84+, March 1975.

Descriptors: *Executives--Characteristics / *Executive wives.

4-72

Fores, Michael and David Clark.
Why Sweden manages better. Management today, (Gt. Brit.), p. 66-69, February 1975.

Study of differences in educational backgrounds of top managers in British and Swedish industry.

Descriptors: *Executives--Characteristics / *Great Britain / *Sweden.

4-73

Taylor, Ronald N.
Age and experience as determinants of managerial information processing and decision making performance. Academy of Management journal, 18:74-81, March 1975.

Descriptors: *Executives--Abilities / *Work experience / *Age / *Decision-making / Personnel Decision Simulation / Research.

EXECUTIVES--ABILITIES AND CHARACTERISTICS (Cont'd)

4-74 S/I

Thompson, William N.
Should we elect or appoint state government executives? Some new data concerning state attorneys general. Midwest review of public administration, 8:17-41, January 1974.

Descriptors: *Attorneys-general / State governments / Surveys.

4-75 Id33 .V28s

Van Dersal, William R.
The successful manager in government and business. New York, Harper & Row, 1974. 210p.

Descriptors: *Management / *Executives--Abilities / *Management--Bibliography.

EXECUTIVES--HEALTH AND MEDICAL CARE

4-76

Smith, Lee.
What kills executives? Dun's review, 105:35-39, March 1975.

Descriptors: *Executives--Health / Heart--Diseases / Stress, Psychological / Middle management.

EXECUTIVES--PAY AND FRINGE BENEFITS

4-77

Bonuses become an important component in executive compensation during 1973. Employee benefit plan review, p. 46-47, February 1975. Data from Arthur Young & Company Study.

Descriptors: *Executive compensation / *Bonus system.

4-78 S/C

Ciscel, David H.
Determinants of executive compensation. Southern economic journal, 40:613-617, April 1974.

Descriptors: *Executives--Pay / Research / *Organization size / *Organizational characteristics.

4-79

Perham, John C.
Appreciation rights--a sure thing? Dun's review, 105:44-46, March 1975.

Descriptors: *Stock options / Executives.

4-80

Reasons top-level bureaucrats are quitting the government. U.S. news & world report, 78:18-19, March 10, 1975.

Descriptors: *Executives--Pay / Federal government / *Congressmen / *Pay / *Judges--Pay / *Labor turnover.

EXECUTIVES--PAY AND FRINGE BENEFITS (Cont'd)

4-81 Ie53 .Ex3Un58c

U.S. General Accounting Office.
Critical need for a better system for adjusting top executive, legislative, and judicial salaries; report to the Congress by the Comptroller General of the United States. Washington, 1975. 22p. (B-101892)

Descriptors: *Executives--Pay / *Federal government / Salary compression / State governments / Local government / *Executives--Recruitment / *Labor turnover / *Annuities / *Judges--Pay / *Congressmen / *Pay / *Political executives.

4-82

Up and up -- the money Congress spends on itself. U.S. news & world report, 78:16-17, March 10, 1975.

Descriptors: *Congressmen / *Fringe benefits / *Pay.

EXECUTIVES--RESPONSIBILITIES

4-83

Minicucci, Rick.
What's happening to the administrative manager's job description? Administrative management, 36:20-22, March 1975.

Descriptors: *Executives--Responsibilities / Personnel administration / Office management / Financial management.

EXECUTIVES--TRAINING

4-84

Ashton, David.
The trainer's role in project-based management development. Journal of European training, 3:206-214, no. 3 1974.

Descriptors: *Executives--Training / *Training methods / *Training officers--Responsibilities.

4-85

Connor, Michael J.
Babes in TV land; teaching businessmen to face the nation is a growing business. Wall Street journal, 185:1+, March 7, 1975.

Descriptors: *Executives--Training / *Communication--Methodology / *Public relations / *Television.

4-86

Harmon, Paul L.
One capable manager: the old vs. the new recipe. Personnel journal 54:140-141+, March 1975.

Descriptors: *Executives--Training.

4-87

How companies raise a new crop of managers. Business week, p. 44+, March 10, 1975.

Descriptors: *Management development--Case studies / *Training cost / *Executive succession.

EXECUTIVES--TRAINING (Cont'd)

4-88

Hoyle, A. R.

Some deficiencies in the training of senior administrators for developing countries. International review of administrative sciences, 40:329-334, no. 4 1974.

Descriptors: *Executives--Training / *Executives--Attitudes / *Public administration / *Development administration.

4-89

Lundberg, Stig.

Educational upgrading. Journal of European training, 3:237-246, no. 3 1974.

Plan and evaluation of a two-year business education program offered to selected employees of a Norwegian affiliate of Exxon.

Descriptors: *Business education / *Executives--Training / *Exxon Corporation.

4-90

Pedler, Mike.

Learning in management education. Journal of European training, 3:182-195, no. 3 1974.

Descriptors: *Executives--Training / *Training methods / *Organization development / *Learning theories.

4-91

Teaching managers to do more in less time. Business week, p. 68-69, March 3, 1975.

Descriptors: *Executives--Training / *Time management.

4-92 Ie407 .T65rm

Towers, J. Maxwell.

Role-playing for managers. New York, Pergamon Press, 1974. 216p.

Descriptors: *Role playing / *Role-playing--Case studies / *Executives--Training.

4-93 Ie124.5 .Un35f1 1975-76

U.S. Civil Service Commission.

Federal Executive Institute, 1975-1976 bulletin. Charlottesville, Va., 1975. 57p.

Descriptors: *Federal Executive Institute / *Training catalogs, schedules, etc. / *Management.

4-94

Wessman, Fred.

Determining the training needs of managers. Personnel journal, 54:109-113+, February 1975.

Descriptors: *Executives--Training / *Training needs analysis.

FREEDOM OF INFORMATION

4-95 JK271.5 .Un43a

U.S. Department of Justice.

Attorney General's memorandum on the 1974 amendments to the Freedom of Information Act. Washington, U.S. Govt. Print. Off., 1975. 1v.

A memorandum for the executive departments and agencies concerning the amendments to the Freedom of Information Act (5 U.S.C. 552, sometimes referred to as section 3 of the public information section of the Administrative Procedure Act) effected by P.L. 93-502, enacted November 21, 1974, and effective February 19, 1975.

Descriptors: *Freedom of Information Act of 1966 / *Freedom of information.

FRINGE BENEFITS

4-96 Ie712 .Ac8c

Actuarial Systems, Inc.
California TEC analysis of actuarial benefits 1974-75 report. n.p., 1975. 57p.
Cost of adapting for California civil service employees a pattern of benefit programs offered by 60 employers in the area.

Descriptors: *Fringe benefits--Costs / *California civil service.

4-97

Capolarello, Joseph A.
Employee mileage allowances: too high or too low? Personnel journal, 54:107-108+, February 1975.

Descriptors: *Automobile allowances.

4-98 HD7124 .D64s

Dixon, Robert G., Jr.
Social security disability and mass justice; a problem in welfare adjudication. New York, Praeger, 1973. 190p.
For comparative purposes, includes preliminary analysis of other disability programs including the Federal civil service disability retirement program and the Federal employee workmen's compensation program.

Descriptors: *Social security / *Disability benefits / *Disability evaluation / *Retirement--Disability / *Employees' compensation.

4-99

Harris, Ralph L.
Let's take the "fringe" out of fringe benefits. Personnel journal, 54:86-89, February 1975.

Descriptors: *Fringe benefits / *Employee attitudes.

4-100

Hearst, Peter S.
Employee stock ownership trusts and their uses. Personnel journal, 54:104-106, February 1975.

Descriptors: *Stock purchase plans / *Deferred compensation.

4-101 Ie712 .N64n 1974

New Jersey. Division of Pensions.
New Jersey public employee benefit manual. n.p., 1974. 396p.

Descriptors: *New Jersey civil service / *Fringe benefits--Handbooks, manuals, etc.

4-102

Rising food prices hit industry's pocket, too.
Industry week, 184:39-41, March 10, 1975

Descriptors: *Food services

4-103

Zaffarano, Joan.
How firms keep employee discounts from getting out of hand. Administrative management, 36:30+, February 1975.
Policies related to employee discounts on company merchandise.

Descriptors: *Fringe benefits / *Company stores.

GRIEVANCES

4-104 Ie531 .M12h

McBrearty, James C.
Handling grievances: a positive approach for management and labor representatives. Tucson, University of Arizona, College of Business and Public Administration, Division of Economic and Business Research, 1972. 19p.

Descriptors: *Grievances--Procedures / Bibliography.

HEALTH MANPOWER

4-105 Ie438 .M44Un85h 1974

U.S. Public Health Service.
Health resources statistics; health manpower and health facilities, 1974. Rockville, Md., 1974. 576p.

Descriptors: *Health manpower--Employment--Statistics / *Health manpower--Education--Statistics / *Medical care--Statistics.

HOURS OF WORK

4-106

Drye, E.S.
Flexible working hours in DHSS local offices. Management services in government (Gt. Brit.), 30:4-10, February 1975.

Descriptors: *Flexible working hours--Case studies / *Great Britain civil service.

4-107

Fields, Cynthia J.
Staggered work hours--a roundtable discussion. Personnel journal, 54:80-83, February 1975.
Cooperative program of staggering work hours in the Manhattan business district to relieve transportation congestion.

Descriptors: *Scheduling / *Hours of work / *Employee attitudes / New York City.

4-108

Gannon, Martin J.
Four days, forty hours: a case study. California management review, 17:74-81, Winter 1974.

Descriptors: *Four-day workweek / Flexible working hours / Morale / Productivity / Fatigue / Personnel utilization / Job enrichment

HUMAN RELATIONS

4-109

Harry, George.
Transactional analysis: a new tool for personnel management. Supervision, 37:3-4, March 1975.

Descriptors: *Transactional analysis.

4-110 Ie608 .L48r 1973

Readings in managerial psychology, ed. by Harold J. Leavitt and Louis R. Pondy. 2d ed. Chicago, University of Chicago Press, 1973. 787p.

Descriptors: *Human relations--Readings / *Organizations--Readings / *Organizations--Climate--Readings / *Group relations--Readings / *Motivation--Readings / *Leadership--Readings / *Communication in management--Readings.

INCENTIVE AWARDS AND PROGRAMS

4-111

Bell, Lynn.
Incentives for local government employees. Management information service report, 6:1-20, June 1974.
Report based on survey conducted in 1973 by the Urban Institute with help from the International City Management Association.

Descriptors: *Incentive awards--Case studies / Local government / Surveys / *Incentive awards / Piece work / Performance targets / Shared savings programs / Work performance standards / Contests / Safety incentives / Productivity bargaining / Bonus systems / Job enrichment / Flexible working hours / Suggestion systems / Merit increases / Task systems.

4-112

Tatter, Milton A.
Turning ideas into gold. Management review, 64:4-10, March 1975.

Descriptors: *Suggestion systems / *Participative management.

INSURANCE, HEALTH

4-113

Con Edison's dental plan uses both indemnity and closed panel approaches.
Employee benefit plan review, p. 26, February 1975.

Descriptors: *Dental care--Insurance *Consolidated Edison Company of New York, Inc.

4-114 Ie569 .H34a 1973

Health Insurance Association of America.
Annual survey of Consumer and Professional Relations Division, 28th.
New York. 1974? leaflet.
Descriptive title: Extent of growth of private health insurance coverage in the U.S. as of December 31, 1973.

Descriptors: *Insurance, Health--Statistics.

4-115

Mueller, Marjorie S.
Private health insurance in 1973: a review of coverage, enrollment, and financial experience. Social security bulletin, 38:21-40, February 1975.
"In 1973, about three-fourths of the civilian population were covered by private health insurance for substantial portions of their costs for hospital and surgical care."

Descriptors: *Insurance, Health--Statistics.

4-116

Plan booklet description of new Pfizer dental plan is complete and explicit.
Employee benefit plan review, p. 40-41, Feburary 1975.

Descriptors: *Dental care--Insurance / *Pfizer, Inc.

INTERVIEWING

4-117

Luk, Henry.
Interviewing: a statistical look at Columbia'74. MBA, 8:43-45, November 1974.

Descriptors: *Interviewing / Surveys / *College graduates--Recruitment / Columbia University Graduate School of Business.

INTERVIEWING (Cont'd)

4-118

Pate, Robert H., Jr. and Richard K. Harwood. S/C
Employment interviews: how critical. Journal of employment counseling, 11:176-182, December 1974.

Descriptors: *Interviewing / *College graduates--Recruitment / Research / University of Virginia.

INVASION OF PRIVACY

4-119

Goldstein, Robert C. and Richard L. Nolan.
Personal privacy versus the corporate computer. Harvard business review, 53: 62-70, March-April 1975.

Descriptors: *Invasion of privacy / *Information systems / *Costs / Regulations / State governments / Models and model making.

4-120

Kelly, Janice.
The dossiers of American citizens. Computers and people, 24:16+, March 1975

Descriptors: *Invasion of privacy / *Government information.

4-121 Ie303 .N31d

Neier, Aryeh.
Dossier; the secret files they keep on you. New York, Stein and Day, 1974. 216p.

Descriptors: *Invasion of privacy / Credit bureaus / *U.S. Federal Bureau of Investigation / *Records.

4-122 Ie303 .Un38f

U.S. Congress. Senate. Committee on the Judiciary.
Federal data banks and constitutional rights; a study of data systems on individuals maintained by agencies of the United States Government. Prepared by Subcommittee on Constitutional Rights of the ... as part III of the Subcommittee's study of Federal data banks, computers, and the Bill of Rights. Washington, U.S. Govt. Print. Off., 1974. 6v. (S. comm. print. 93rd Cong.)
U.S. Civil Service Commission response to survey with Subcommittee analysis, vol. 1, p. 107-179.

Descriptors: *Invasion of privacy / Federal government / *Government information / Federal Data Bank Survey Questionnaire.

4-123 Ie303 .Un38fd

U.S. Congress. Senate. Committee on the Judiciary.
Federal data banks and constitutional rights; a study of data systems on individuals maintained by agencies of the United States Government; summary and conclusions prepared by staff of the Subcommittee on Constitutional Rights of the.... Washington, U.S. Govt. Print. Off., 1974. 53p. (S. comm. print. 93rd Cong.)

Descriptors: *Invasion of privacy/ *Government information / Federal government.

JOB ENRICHMENT AND ENLARGEMENT

4-124

Heath, Brooks N.

Western Electric's motivation and enrichment trial. Management review, 64:40-43, March 1975.

Condensed from Industrial Engineering, November 1974.

Descriptors: *Job enrichment / *Motivation / *Participative management / *Western Electric.

JOB SATISFACTION

4-125

Biderman, Albert D. and others

The quality of employment indicators. American behavioral scientist, 18:entire issue, January-February 1975.

Prepared by the Bureau of Social Science Research, Inc., Working Group on Indicators of the Quality of Employment.

Contents: The role of quality of employment indicators in general social reporting systems, by Kenneth C. Land; Job satisfaction indicators and their correlates, by Stanley E. Seashore and Thomas D. Taber; Going beyond current income, by F. Thomas Juster and Greg Duncan; Equity concepts and the world of work, by Lester C. Thurow; Evaluating changes in the occupational distribution and the occupational system, by Arthur L. Stinchcombe.

Descriptors: *Job satisfaction research / *Quality of working life / *Occupations / *Compensation.

4-126

Eden, Dov.

Organizational membership vs. self-employment: another blow to the American dream. Organizational behavior and human performance, 13:79-94, February 1975.

Based on author's doctoral dissertation entitled "Comparison of organizational membership and self-employment," (written under the name of Barry D. Fine).

Descriptors: *Working climate / *Job satisfaction / *Employee attitudes / Research.

4-127

Fleming, Loretta

Work humanization: challenge or threat? Management world, 4:36-37, March 1975.

Descriptors: *Job satisfaction / *Motivation / *Quality of working life.

4-128

Ie543 .M31m

Man against work, ed. by Lloyd Zimpel. Grand Rapids, Mich., W. B. Eerdmans Pub. Co., 1974. 247p.

Descriptors: *Work values--Readings / *Job satisfaction--Readings / *Industrial relations--Readings.

4-129

Mannheim, Bilha.

A comparative study of work centrality, job rewards and satisfaction; occupational groups in Israel. Sociology of work and occupations, 2:79-102, February 1975.

Descriptors: *Job satisfaction research / *Work values / *Work--Psychological aspects / Role perception / Work-role centrality / *Motivation.

JOB SATISFACTION (Cont'd)

4-130

Stagner, Ross.
Boredom on the assembly line: age and personality variables. Industrial gerontology, 2:23-44, Winter 1975.
Based on a presentation to a symposium on problems of monotony in work, at the Canadian Psychological Association, June 13, 1974.

Descriptors: *Blue collar workers--Job satisfaction / *Personality / *Age.

4-131

Wahba, Susanne P.
Job satisfaction of librarians: a comparison between men and women. College & research libraries, 36:45-51, January 1975.

Descriptors: *Job satisfaction research / *Need satisfaction / *Librarians / Need Satisfaction Questionnaire.

4-132

Weaver, Charles N.
Job preferences of white collar and blue collar workers. Academy of Management journal, 18:167-175, March 1975.

Descriptors: *Work values / *Office workers / *Blue-collar workers--Attitudes / Research.

JOB SEARCH

4-133

Tomita, Kiku.
Counseling middle-aged and older workers. Industrial gerontology, 2:45-52, Winter 1975.

Descriptors: *Counseling--Case studies / *Women--Employment / *Older worker--Employment / *Job search.

LABOR FORCE

4-134

Flaim, Paul O., Thomas F. Bradshaw and Curtis L. Gilroy.
Employment and unemployment in 1974. Monthly labor review, 98:3-14, February 1975.

Descriptors: *Labor supply--Statistics / *Unemployed--Statistics / *Labor force--Statistics.

4-135

Grossman, Jonathan and Judson MacLaury.
The creation of the Bureau of Labor Statistics. Monthly labor review, 98:25-31, February 1975.
One of a series of historical articles marking the Nation's bicentennial.

Descriptors: *U.S. Bureau of Labor Statistics--History / Legislative histories.

4-136

A million jobs go begging. Business week, p. 44+, March 17, 1975.

Decriptors: *Labor supply / * Employment opportunities / *Job vacancies.

LABOR-MANAGEMENT RELATIONS (PUBLIC SERVICE)

4-137
Coulson, Robert W.
How to prepare for an arbitration hearing. LMRS newsletter (National League of Cities, U.S. Conference of Mayors, National Association of Counties), 6:2-4, March 1975.
Reprinted from: Labor Arbitration--What You Need to Know.

Descriptors: *Arbitration.

4-138
Heiman, Grover.
Labor's Jerry Wurf: can he shut down your town? Nation's business, 63:38-40+, March 1975.

Descriptors: *American Federation of State, County and Municipal Employees / *Wurf, Jerry.

4-139
Imundo, Louis V., Jr.
Federal government sovereignty and it effect on labor-management relations. Labor law journal, 26:146-151, March 1975.

Descriptors: *Labor-management relations / *Collective bargaining / Federal government / *Sovereignty.

4-140 Ie621 .Inöp
International Personnel Management Association.
Public sector labor relations; recent trends and developments. Prepared by Hugh D. Jascourt, Public Employment Relations Research Institute. Lexington, Ky., Council of State Governments, 1975. 51p.

Descriptors: *Labor-management relations--Legislation / *Collective bargaining / *Labor-management relations--Laws / State employees / County officials and employees / Municipal employees / Bibliography.

4-141
Kochan, Thomas A.
City government bargaining: a path analysis. Industrial relations, 14:90-101, February 1975.
Data collected by means of questionnaires mailed to management and union officials in about 380 cities in 42 states that were bargaining with locals of the International Association of Fire Fighters in 1971.

Descriptors: *Collective bargaining / Municipal government / Research.

4-142
Loewenberg, J. Joseph.
Multilateral bargaining: variation on a theme. Labor law journal, 26:107-118, February 1975.

Descriptors: *Labor-management relations / *Collective bargaining / Multilateral bargaining / Case studies / *Public Employment Program / Industrial relations / Municipal government.

LABOR-MANAGEMENT RELATIONS (PUBLIC SERVICE) (Cont'd)

4-143

Managing labor relations. Public management, 57:2-18, February 1975.

Contents: Management/labor relations; summary of the report of the ICMA Committee on Management/Labor Relations; Local government labor relations today, by Winston W. Crouch; State regulation of local government labor relations, by Carlton Lewis; Proposals for Federal regulation of local government labor relations, by John Matzer, Jr.; Perspective on Federal legislation, by Richard V. Whalen, Jr.; How to bargain in the public sector, by John A. Hanson.

Descriptors: *Collective bargaining / *Labor-management relations / Local government / *Labor-management relations--Legislation.

4-144

Torrence, William D.

Strikes and state government employees. State government, 48:48-51, Winter 1975.

Descriptors: *Labor-management relations / State governments / *Strike--Statistics / *Government employees / Comparative statistics.

4-145 Ic203 Box

Virginia. Commission to Study the Rights of Public Employees.

Rights of public employees; report of the... to the Governor and the General Assembly of Virginia. Richmond, Va., 1974. 112p.

Descriptors: *Virginia civil service / *Labor-management relations--Legislation / *Grievances--Procedures.

4-146

Wheeler, Hoyt N.

Compulsory arbitration: a "narcotic effect"? Industrial relations, 14:117-120, February 1975.

Descriptors: *Compulsory arbitration / *Firemen--Collective bargaining / Research.

LEADERSHIP

4-147

Berlew, David E.

Leadership and organizational excitement. California management review, 17:21-30, Winter 1974.

Charismatic leadership as one answer to alienation from organizations of professionals and new graduates.

Descriptors: Job satisfaction / *Leadership.

4-148

Dansereau, Fred, Jr., George Graen and William J. Haga.

A vertical dyad linkage approach to leadership within formal organizations; a longitudinal investigation of the role making process. Organizational behavior and human performance, 13:46-78, February 1975.

Descriptors: *Leadership / *Supervision / *Role perception / *Organizational structure / Research.

4-149

Fair, Ernest W.

Lead them--it's better than shoving them! Supervision, 37:5, March 1975.

Descriptors: *Supervision / *Leadership.

LEADERSHIP (Cont'd)

4-150
Justis, Robert T.
Leadership effectiveness: a contingency approach. Academy of Management journal, 18:160-167, March 1975.

Descriptors: *Leadership / Research / College students.

4-151
Kavanagh, Michael J.
Expected supervisory behavior, interpersonal trust and environmental preferences; some relationships based on a dyadic model of leadership. Organizational behavior and human performance, 13:17-30, February 1975.
Data collected from two samples, college students and industrial managers.

Descriptors: *Organizational structure / *Leadership style / *Supervisors--Characteristics / *Employee attitudes / *College students--Attitudes / Research.

4-152 Id34 .M13g
McConnell, Taylor.
Group leadership for self-realization. New York, Petrocelli Books, 1974. 210p.

Descriptors: *Leadership training / *Self-realization.

LEAVE

4-153
Current trends in vacations. Bulletin to management (Bureau of National Affairs), p. 4-6, February 27, 1975.

Descriptors: *Vacations / Surveys / *Collective labor agreements.

4-154
Fryburger, Bruce L.
Maternity leave policies under Title VII. Labor law journal, 26:163-173, March 1975.

Descriptors: *Maternity leave--Cases.

MANAGEMENT

4-155 Id22 .B41m
Belasco, James A., David R. Hampton and Karl F. Price.
Management today. New York, J. Wiley, 1975. 595p.

Descriptors: *Management / *Management--Textbooks / *Management--Case studies.

4-156 Id192 .B43h
Benge, Eugene J.
How to manage for tomorrow. Homewood, Ill., Dow Jones-Irwin, 1975. 268p.
Opinions on future job needs provided in appendix.

Descriptors: *Management / *Industrial management / *Executives--Characteristics / *Work values / *Occupations.

4-157

Connellan, Thomas K.

Management by objectives in local government: a system of organizational leadership. Management information service report, 7:1-6 pt. A, February 1975.

Descriptors: *Management by objectives.

4-158 Id22 .C76d

Connor, Patrick E., Theo Haimann and William G. Scott.

Dimensions in modern management. Boston, Houghton Mifflin, 1974. 520p.

Descriptors: *Career staffing--Readings / *Communication in management--Addresses, essays, lectures / *Management--Readings / *Planning--Readings / *Organization--Readings / *Management control--Readings.

4-159

Hand, Herbert H. and A. Thomas Hollingsworth.

Tailoring MBO to hospitals. Business horizons, 18:45-52, February 1975.

Descriptors: *Management by objectives / *Motivation / *Hospitals--Administration / *Labor turnover / *Pay administration / Productivity measurement.

4-160 S/I

Johnson, Richard T. and William G. Ouchi.

Made in America (under Japanese management). Stanford Business School alumni bulletin, 43:10-15, Winter 1974.

A look at differences between Japanese and American management methods and those aspects of the Japanese approach which have been used successfully in the U.S.

Descriptors: *Japan / *Management methods.

4-161

Kraar, Louis.

The Japanese are coming--with their own style of management. Fortune, 91:116-121+, March 1975.

Japanese manufacturers' plants in U.S.

Descriptors: *Japan / *Management methods / *Overseas management / *Executives--Characteristics / *Overseas executives.

4-162

Moberg, Dennis J. and James L. Koch.

A critical appraisal of integrated treatments of contingency findings. Academy of Management journal, 18:109-124, March 1975.

"A number of questions are raised about the theoretical nature of aggregative models of situational approaches to organization and management."

Descriptors: Contingency theory / *Management methods.

4-163

Prescription for management. Conference Board record, 12:52-64, March 1975.

Contents: New directions for management and consultants by Henry M. Boettinger; Managing corporate strategy to cope with change by Peter P. Gabriel; A scenario for survival by Lewis H. Young. Papers presented at North American conference of Management Consultants.

Descriptors: *Change, Organizational / *Management / *Business consultants / *Planning.

MANAGEMENT (Cont'd)

4-164
Tilton, Rita S.
The secretary and MBO. Secretary, 35:6+, March 1975.

Descriptors: *Management by objectives / *Personal development.

4-165
Vassie, Stewart.
Management by excuse. Management today (Gt. Brit.), p. 78-81, February 1975.
Author summarizes MbE: "However good/competent/brilliant/inspired the manager's work is (or is not) the final result will not be influenced by that work but by another factor for which the manager may not be held responsible."

Descriptors: *Management accountability / *Executives--Abilities / *Management methods.

MANPOWER PLANNING

4-166 Id72 .B89h
Burack, Elmer H. and Thomas J. McNichols.
Human resource planning: technolgy, policy, change. Kent, O., Kent State University, Comparative Administration Research Institute, 1973. 150p. (Comparative Administration Research Institute Series no. 6)

Descriptors: *Manpower planning / *Technological change /*Automation / *Supervisors / Bibliography / *Middle management / *Factory management / Change, Organizational / Obsolescence, Managerial.

4-167 Id228.W52md
West Virginia. University. School of Social Work.
Manpower development and utilization for social services. Morgantown, W.Va.,1972. 44p.
Prepared for use of the National Association of Social Workers.

Descriptors: *Personnel utilization / *Manpower planning / *Professional employees--Manpower planning / *Manpower planning models / *Social service / *Social workers.

MIDDLE MANAGEMENT

4-168
Izraeli, Dafna N.
The middle manager and the tactics of power expansion: a case study. Sloan management review, 16:57-70, Winter 1975.
Sociological analysis of power conflicts and interactions of a new middle manager.

Descriptors: *Power (Social sciences) / *Middle management--Characteristics--Case studies.

MOTIVATION

4-169
Dermer, Jerry.
The interrelationship of intrinsic and extrinsic motivation. Academy of Management journal, 18:125-129, March 1975.

Descriptors: *Motivation research / Department store managers.

MOTIVATION (Cont'd)

4-170 S/C

Frost, Keith R.

Motivation & career path planning. Data management, 12:18-22, September 1974.

Descriptors: *Motivation / *Career paths.

4-171

May, William F.

Executive and employee relations; the ability to motivate human beings. Vital speeches of the day, 41:310-312, March 1, 1975.

Delivered before the 16th API-FBA Employee Relations Conference, Chicago, January 22, 1975.

Descriptors: *Motivation / *Executives--Responsibilities / *Employee-management relations.

4-172 Tech. Rpts. ED-087-934

Smith, Clifford E.

The donkey and the stick: revisited. Washington, Educational Resources Information Center, 1973. 11p.

Performing organization: Iowa State University, Industrial Relations Center.

Descriptors: *Motivation.

4-173 S/C

Steers, Richard M. and Lyman W. Porter.

The role of task-goal attributes in employee performance. Psychological bulletin, 81: 434-452, July 1974.

Descriptors: *Performance / *Goals / *Expectancy theory.

OCCUPATIONS AND OCCUPATIONAL CHOICE

4-174

DiCesare, Constance B.

Changes in the occupational structure of U.S. jobs. Monthly labor review, 98:24-34, March 1975.

Descriptors: *Occupations--Statistics / *Women--Employment--Statistics.

4-175

Dillon, Don.

Toward matching personal and job characteristics. Occupational outlook quarterly, 19:2-18, Spring 1975.

Chart showing 282 occupations keyed to 25 common job characteristics and requirements is designed as a tool to help youth and their counselors pair personal traits with those usually associated with an occupation.

Descriptors: *Occupational choice / *Job factors.

4-176 Tech. Rpts. ED-092-826

Flanders, Russell B.

The changing job scene to 1985. Washington, Educational Resources Information Center, 1974. 15p.

Paper presented at the Annual Convention of the American Personnel and Guidance Association, New Orleans, April 1974.

Based on Bureau of Labor Statistics projections.

Descriptors: *Employment opportunities / *Labor supply / *Employment forecasting / *Occupational choice / *Women--Career opportunities.

4-177

Lawler, Edward E., III.

Job choice and post decision dissonance. Organizational behavior and human performance, 13:133-145, February 1975.

Data collected on 431 accounting students before and after the job choice and one year after employment.

Descriptors: *Job satisfaction research / *Job applicants / *Employee attitudes / *Occupational choice / *Expectancy theory / *Dissonance (Psychology) / Research.

4-178

Skinner, Patricia A.

Are you really making the best job choice? Secretary, 35:10, March 1975.

Lists on a "Decision grid" 16 job factors that can be analyzed and weighted to aid in job choice.

Descriptors: *Occupational choice / *Working conditions.

OLDER WORKER

4-179

Fisher, Paul.

Labor force participation of the aged and the social security system in nine countries. Industrial gerontology, 2:1-13, Winter 1975

"Countries with mature social security systems have declining rates of labor force participation of the aged."

Descriptors: *Older worker--Employment / *Social security.

4-180

Rosenblum, Marc.

The last push: from discouraged worker to involuntary retirement. Industrial gerontology, 2:14-22, Winter 1975.

"Older workers 55 and over have the largest proportion of persons discouraged for job market reasons of any age group."

Descriptors: *Older worker--Employment / *Job search.

ORGANIZATIONS

4-181

Childs, Preston B.

Business: society's servant or master?

Personnel journal, 54:167-168+, March 1975.

Descriptors: *Social change / *Industry--Social aspects.

ORGANIZATIONS (Cont'd)

4-182
Derr, C. Brooklyn.
Conflict: a neglected resource. Conference Board record, 12:39-42, March 1975.

Descriptors: *Conflict, Organizational--Control / *Intervention techniques.

4-183
Downey, H. Kirk, Don Hellriegel and John W. Slocum, Jr.
Congruence between individual needs, organizational climate, job satisfaction and performance. Academy of management journal, 18:149-155, March 1975.

Descriptors: *Organizations--Climate / *Personality / *Performance / *Job satisfaction research / Executives / Research.

4-184
Lawler Edward E., III.
The individualized organization: problems and promise. California management review, 17:31-39, Winter 1974.

Descriptors: *Organizations--Theory / *Organizational structure / Job enrichment / Pay systems / Leadership style / Training / Selection.

4-185
McCaskey, Michael B.
An introduction to organizational design. California management review, 17:13-20, Winter 1974.
Includes table showing empirical research findings on organizational design; all support contingency approach.

Descriptors: *Organizational structure.

4-186 Id72.9 .T15h
Tannenbaum, Arnold S. and others.
Hierarchy in organizations. San Francisco, Jossey-Bass, 1974. 248p.
Reports the finding of a cross-cultural research study of the effects of hierarchy on organizations by comparing industrial plants in 5 countries--kibbutzim plants in Israel, state-owned factories in Yugoslavia, and capitalist plants in Austria, Italy and the United States.

Descriptors: *Management / *Human relations / Organizational structure / *Participative management / *Job satisfaction / *Employee attitudes / *Israel / *Yugoslavia / *Italy / *Austria.

4-187
Wallace, Marc J., Jr., John M. Ivancevich and Herbert L. Lyon.
Measurement modifications for assessing organizational climate in hospitals. Academy of Management journal, 18:82-97, March 1975.
"The consistency with which the OCDQ (Organizational Climate Description Questionnaire) measures hospital climate and the dimensionality of the instrument were established in this research."

Descriptors: *Organizations--Climate / *Hospitals.

ORIENTATION

4-188
Raphael, Michael A.
Work previews can reduce turnover and improve performance. Personnel journal, 54:97-98, February 1975.

Descriptors: *Training / *Orientation / *Job factors / *Labor turnover control.

OVERSEAS PERSONNEL

4-189
Kryza, E. Gregory and William E. Knight.
Management in the foreign service. Foreign service journal, 52:16-22, March 1975.

Descriptors: *Foreign service officers -- Training / *Overseas management.

4-190
Strohmayer, James.
Allowances for foreign and home service transfers, representation, separate maintenance and evacuation. Department of State newsletter, p. 28-32, March 1975.

Descriptors: *Overseas personnel--Pay / *Moving expenses.

PARAPROFESSIONALS

4-191
Miller, Rosanna
The paraprofessional. Library journal, 100:551-554, March 15, 1975.

Descriptors: *Library technicians.

4-192
Scheffler, Richard M.
Physician assistants: is there a return to training? Industrial relations, 14:78-89 February 1975.
"This study computes the economic rate of return for training as a physician assistant and demonstrates a methodology which is also useful for evaluating other paraprofessional training programs."

Descriptors: *Physicians' assistants / *Health manpower--Training / Training cost / Research.

PARTICIPATIVE MANAGEMENT

4-193
Business and the behavioral sciences. MBA. 9:25-28+. March 1975.
Contents: Peering into the corporate id, by Stephen Singular; Humanizing the work place, by Paul Dickson; Brave new world at Volvo, by Robert Skole.

Descriptors: *Psychology, Industrial / Training / Organization development / *Participative management / Profit sharing / Scanlon plan / *Job enrichment / Productivity improvement / *Volvo Corporation / *Sweden.

4-194
Obradovic, Josip.
Workers' participation: who participates? Industrial relations, 14:32-44, February 1975.
Condensed from "Distribution of participation in the decision-making process on problems related to the economic activity of the company," paper presented by the author at 1st International Conference on Self-Management and Participation, Dubrovnik, Yugoslavia, December, 1972.

Descriptors: *Works councils / *Decision-making / *Yugoslavia / Research.

PARTICIPATIVE MANAGEMENT (Cont'd)

4-195
Reid, David
Involving the workforce. Management today (Gt. Brit.), p. 74-77, February 1975.

Descriptors: *Participative management / Communication in personnel management / Pay systems / Personnel policies.

4-196 S/I
Tichy, Noel M. and Thore Sandstrom.
Organizational innovations in Sweden. Columbia journal of world business, 9:18-28, Summer 1974.

Descriptors: *Participative management / *Job enrichment / *Sweden / *Saab-Scania Company / *Volvo Corporation / Diffusion of innovations / Technostructural interventions.

PAY

4-197 Ie102 .Am3u
American Enterprise Institute for Public Policy Research.
Unemployment compensation: proposed permanent changes. Washington, 1974. 63p. (Legislative analysis no. 16, 93rd Congress)
Partial contents: Federal standards regulating benefit amount; Federal Standards regulating the payment of benefits during labor disputes; summary of state provisions regulating the payment of benefits during labor disputes.

Descriptors: *Unemployment compensation.

4-198 Ie53 .SolC43s 1974
Child Welfare League of America, Inc.
Salary study 1974; a report of administrative and professional salaries in voluntary CWLA member agencies, by Barbara L. Haring. New York, 1974. 27p.

Descriptors: *Pay surveys / *Social workers.

4-199
Danielson, William F.
Preparing for the Fair Labor Standards Act prior to the Supreme Court's decision. Management information service report, 7:1-6, February 1975.
Appendix reprints (from Federal Register, December 20, 1974) Labor Department's regulations on overtime for police and fire protection employees.

Descriptors: *Police--Pay / *Firemen--Pay / *Hours of work / *Overtime pay / *Fair Labor Standards Amendments of 1974.

4-200
Feldstein, Martin S.
Unemployment insurance: time for reform. Harvard business review, 53:51-61, March-April 1975.

Descriptors: *Unemployment compensation / State governments / * Unemployed / Canada / Great Britain / *Labor supply.

4-201
Hulme, Robert D. and Richard V. Bevan.
The blue collar worker goes on salary. Harvard business review, 53:104-112, March-April 1975.

Descriptors: *Blue collar workers / *Pay systems / *Pay systems--Case studies / *Absenteeism / *Supervisors--Responsibilities / *Unions.

4-202
Johnson, Alton C. and E. Arthur Prieve.
Changing perspectives of college students toward salary offers. Personnel journal, 54:156-161, March 1975.
Survey shows students favor "cafeteria compensation", selecting those benefits they wish rather than a standard pay package.

Descriptors: *Fringe benefits / *Pay / *College students--Attitudes / Cafeteria compensation / Research.

4-203
Milkovich, George T. and Michael J. Delaney.
A note on cafeteria pay plans. Industrial relations, 14:112-116, February 1975.

Descriptors: *Pay administration / *Fringe benefits / Job satisfaction / Employee attitudes / Research.

4-204
Scheible, Paul L.
Changes in employee compensation, 1966 to 1972. Monthly labor review, 98:10-16, March 1975.
"Rates of increase were higher for employees in unionized establishments and for nonmanufacturing workers."

Descriptors: *Pay--Statistics / *Fringe benefits--Cost--Statistics.

4-205 Ie55 .Un25m 1973/74
U.S. Office of Management and Budget.
Man-years and personnel cost; Executive branch. U.S. Government fiscal year 1974. Washington, 1974. 57p.

Descriptors: *Labor costs--Statistics / *Fringe benefits--Cost--Statistics.

PAY (Cont'd)

4-206

U.S. President, 1974- (Gerald R. Ford)

Federal pay increases and benefit programs; the President's letter to the Speaker of the House and to the President of the Senate transmitting proposed legislation placing a 5 percent ceiling on the pay increases and on increases in benefit programs linked to consumer prices. March 19, 1975.

Weekly compilation of Presidential documents, 11:286-287, March 24, 1975.

Descriptors: *Pay increases / Federal employees / *Cost of living increases / *Retirees / *Social security.

4-207 Ie537 .V81w 1974

Virginia Employment Commission.

Wage & fringe benefits for selected occupations paid by Virginia manufacturers, 1974. Richmond, 1974. 147p.

Descriptors: *Virginia / *Pay surveys /* Fringe benefits--Surveys.

4-208

When it comes to compensation.... Personnel journal, 54:139, March 1975.

Identifies six possible classifications of a company's compensation philosophy.

Descriptors: *Pay policies / *Promotion.

PERFORMANCE EVALUATION

4-209 Ie398 .Ar4g

Arkansas. Department of Commerce.

Guide for employee evaluation and training needs system. Little Rock, 1973. 38p. (IPA grant no. 73-AR-01)

System designed for employees of the Arkansas Forestry Commission.

Descriptors: *Arkansas civil service / *Performance evaluation--Handbooks, manuals, etc.. / *Training needs analysis--Handbooks, manuals, etc.

4-210 Ie398 .B89e

Bureau of National Affairs, Inc.

Employee performance: evaluation & control. Washington, 1975. 62p. (Personnel policies forum survey no. 108)

Descriptors: *Performance evaluation / Surveys / *Office workers / *Performance evaluation--Forms / *Blue collar workers / *Productivity measurement.

PERFORMANCE EVALUATION (Cont'd)

4-211
Slusher, E. Allen.
A systems look at performance appraisal. Personnel journal, 54:114-117, February 1975.

Descriptors: *Performance evaluation / *Systems analysis.

4-212
Winstanley, Nathan B.
The use of performance appraisal in compensation administration. Conference Board record, 12:43-47, March 1975.

Descriptors: *Performance evaluation / *Meritorious increases / *Pay administration.

PERSONNEL ADMINISTRATION

4-213 S/I
Askren, William B., ed.
Human resources as criteria for system design and organizational planning. Human factors, 17:2-70, February 1975.
Contents: Human resources data in system design trade studies, by William B. Askren and Larry M. Lintz; Impact of avionic design characteristics on technical training requirements and job performance, by Kenneth W. Potempa, Larry M. Lintz and Richard S. Luckew; Human performance and personnel resource data store design guidelines, by Robert E. Blanchard; A human resource planning model, by Vincent R. Ceriello and Richard B. Frantzreb; A cost model for evaluating alternative manpower input strategies, by Thomas C. Davis and Patrick R. Pinto; Technological change and manpower resources; a systems perspective, by Kenyon B. DeGreene.

Descriptors: *Personnel information systems / *Systems analysis / *U.S. Department of the Air Force / *Models and model making / *Performance / Maintenance personnel / Research / *Manpower planning models / *Labor costs / *Technological change.

4-214
Dukes, Carlton W.
The role of time-sharing consulting services for personnel. Personnel journal, 54:142-145, March 1975.

Descriptors: *Personnel information systems / *Business consultants

4-215
Flamholtz, Eric G. Iell .F6|h
Human resource accounting. Encino, Calif., Dickenson Pub. Co., 1974. 382p.
"Presents the concepts, models, techniques, theories, research findings, and organizational case studies which comprise our existing body of knowledge in human resource accounting."
Glossary: p.375-378.

Descriptors: *Human resource accounting / *Human resource accounting--Case studies.

4-216
Lee, Robert D., Jr. and William M. Lucianovic.
Personnel management information systems for state and local governments. Public personnel management, 4:84-89, March-April 1975.

Descriptors: *Personnel administration / *Personnel information systems / Municipal government / State governments.

4-217
Martin, James E.
The influence of the behavioral sciences on management literature. Personnel journal, 54:150-153, March 1975.
Literature survey shows management literature to have a broader behavioral science base than the personnel management literature where psychologists appear to have a predominant influence.

Descriptors: *Management--Periodicals / *Personnel administration--Periodicals / *Social sciences / *Psychology / Research.

4-218 1ell.6 .M56p.
Metzger, Norman
Personnel administration in the health services industry: theory and practice. New York, Spectrum, 1975. 307p.

Descriptors: *Personnel administration / *Health facilities / *Hospitals / *Personnel directors.

4-219
Mills, Ted.
Human resources--why the new concern? Harvard business review, 53:120-134, March-April 1975.

Descriptors: *Employee development / Human resources development / *Productivity / *Job satisfaction / *Unions / *Working climate / *Personnel administration.

4-220
Shapiro, Irving S.
The people connection. Management world, 4:12-14+, March 1975.
Speech made before National Association of Manufacturers, New York, December 1974.

Descriptors: *Personnel administration / Training / *Personnel utilization / Compensation.

4-221 1ell.6 .P75p.
Stahl, O. Glenn and Richard A. Staufenberger, eds.
Police personnel administration. Washington, Police Foundation, 1974. 257p.

Descriptors: *Police administration--Addresses, essays, lectures / *Police--Personnel policies--Readings / *Police--Pay / *Police--Recruitment / *Discipline / *Police--Training / *Police--Selection / *Manpower planning / *Promotion / *Labor-management relations.

PERSONNEL ADMINISTRATION (Cont'd)

4-222 Ic203 .Un27e 1971-73 no. 71

U.S. Bureau of the Census.
Environmental quality control; governmental finances and employment; fiscal years 1971-72 and 1972-73. Washington, U.S. Govt. Print Off., 1975. 55p. (State and local government special studies no. 71)

Descriptors: *Environmental workers--Statistics.

PERSONNEL DEPARTMENTS

4-223

Foulkes, Fred K.
The expanding role of the personnel function. Harvard business review, 53:71-84, March-April 1975.

Descriptors: *Personnel departments / * Personnel officers--Training / *Personnel officers--Responsibilities / *Personnel directors.

PERSONNEL POLICIES

4-224

McGuckin, John H., Jr.
Employee hair styles: recent judicial and arbitral decisions. Labor law journal, 26:174-189, March 1975.

Descriptors: *Employee rules--Cases.

PERSONNEL UTILIZATION

4-225

Werther, William B., Jr.
Part-timers: overlooked and undervalued. Business horizons, 18:13-20, February 1975.

Descriptors: *Part-time workers / *Hours of work / *Women--Employment / *Retirees.

PRODUCTIVITY

4-226

Balk, Walter L.
Technological trends in productivity measurement. Public personnel management, 4:128-133, March-April 1975.

Descriptors: *Productivity measurement / *Task analysis.

4-227 S/I

Carpenter, Charles F.

Making defense more productive. Perspectives in defense management, p. 93-105, Winter 1974-75.

Includes results of survey of manager's attitudes toward work measurement aspects of DIMES program.

Descriptors: *Productivity improvement / *Industrial engineering / *U.S. Department of Defense / Defense Integrated Management Engineering System / *Work measurement.

4-228

Gilroy, Edwin B.

A primer on productivity. Supervisory management, 20:27-31, March 1975.

Descriptors: *Productivity improvement / *Productivity measurement / *Personnel administration.

4-229

Imundo, Louis V., Jr.

Ineffectiveness and inefficiency in government management. Public personnel management, 4:90-95, March-April 1975.

Descriptors: *Productivity improvement / *Efficiency, Employment / *Public administration / Political executives / Budget / Federal government.

4-230

Manion, Patrick.

Work measurement in local governments. Management information service report, 6:1-21, October 1974.

Descriptors: *Work measurement / *Standards of performance / *Productivity improvement / *Methods improvement.

4-231

Vanden Muyzenberg, Laurens.

How to push productivity. Management today (Gt. Brit.), p. 56-57, February 1975.

Descriptors: *Productivity improvement.

4-232 Id214 .V94t

Vough, Clair F. and Bernard Asbell.

Tapping the human resource; a strategy for productivity. New York, AMACOM, 1975. 212p.

IBM vice president details his productivity program of "total responsibility." Chapter on boredom is excerpted in Supervisory Management, 20:2-8, March 1975.

Descriptors: *Productivity improvement--Case studies / *International Business Machines Corporation / *Pay / *Promotion / *Responsibility / *Work simplification.

PROFESSIONAL EMPLOYEES

4-233 Ie436 .P94p

The professions and their prospects, ed. by Eliot Freidson. Beverly Hills, Calif., Sage, 1973. 333p.

Portions of this volume appeared in American Behavioral Scientist, vol. 14, no. 4, March-April 1971.

Descriptors: *Professions--Addresses, essays, lectures / *Professional employ --Unions / *Professional employees--Characteristics.

4-234

Silverman, Robert S. and D.A. Heming

Exit the organization man: enter the professional person. Personnel journal, 54:146-148, March 1975.

Descriptors: *Professional employees--Characteristics /*Job satisfaction / *Bureaucracy / Federal government.

PUBLIC ADMINISTRATION

4-235 Ia11.1 .N92t

Mundel, Marvin E.

Toward the improvement of government. Washington, U.S. Govt. Print. Off., 1970. 1v.

Descriptors: *Public administration / *Industrial engineering.

4-236 RA410 .Ec7e

Perlman, Mark, ed.

The economics of health and medical care; proceedings of a conference held by the International Economic Association at Tokyo. New York, J. Wiley 1974. 547p.

Partial contents: Health, hours and wages; Allied health personnel in physicians' offices: An econometric approach; Econometric forecasts of health services and health manpower.

Descriptors: *Medical care--Cost--Readings / *Public health administration--Readings / *Insurance, Health--Readings.

4-237 Ie621 .Un655dm 1974

U.S. Labor-Management Services Administration.

A directory of public management organizations. Washington, U.S. Govt. Print. Off., 1974. 51p.

Descriptors: *Associations, institutions, etc.--Directories / *Public administration--Societies.

PUBLIC SERVICE EMPLOYMENT

4-238

Barnes, Peter.
Fringe benefits of a depression; bringing back the WPA. New republic, 172:19-21, March 15, 1975.
San Francisco using a portion of its funds for public service jobs to hire artists, musicians, writers, and gardeners.

Descriptors: *Public service employment / *Artists / * Horticulturists.

4-239 Ic204 .N21pe

National League of Cities and United States Conference of Mayors.
Public employment program and the cities. Washington, 1973. 3v.
Vol. 1, Overview; Vol. 2, Special report; Vol. 3, Case studies.

Descriptors: *Public Employment Program / Municipal government / *Public service employment--Case studies / *Emergency Employment Act of 1971 / *Unemployed--Career opportunities / Recruitment / Impact on population segments / Statistics.

Ic204 .Un38c

4-240

U.S. Congress. Senate. Committee on Labor and Public Welfare.
Case studies of the Emergency Employment Act in operation. Washington, U.S. Govt. Print. Off., 1973. 1410p. (S. comm. print. 93rd Cong.)

Descriptors: *Public service employment--Case studies / *Emergency Employment Act of 1971 / *Unemployed--Career opportunities--Case studies / State governments / Municipal government.

RECRUITMENT

4-241

Thain, Richard J.
Campus recruiting too much corporate bungling. Harvard business review, 53:12+, March-April 1975.

Descriptors: *College graduates--Recruitment.

RELOCATION

4-242

Moore, John M.
Transferring minority employees: are they being treated fairly? Personnel journal, 54:84-85+, February 1975.

Descriptors: *Housing, Employee / *Relocation / *Minority groups / *Discrimination in housing.

REMOVAL

4-243 S/I

Howard, Glen S.
Patronage dismissals: constitutional limits and political justifications. University of Chicago law review, 41:297-328, Winter 1974.

Descriptors: *Removal--Cases / *Patronage / *Freedom of association--Cases / *Patronage--Cases / Local officials and employees / State employees / Federal employees.

4-244 S/I

Substantive due process: the extent of public employees' protection from arbitrary dismissal.
University of Pennsylvania law review, 122:1647-1663, June 1974.

Descriptors: *Removal--Cases / *Due process of law / State employees/ Local officials and employees.

RETIREMENT

4-245 Ie708.9 .H12r

Hagerty, Katherine V. and others.
Retirement: a bibliography. Chicago, University of Chicago, Industrial Relations Center, 1974. 59p. (A.G. Bush Library bibliographies no. 9).

Descriptors: *Retirement--Bibliography.

4-246

Pension reform's expensive ricochet. Business week, p. 144-150+, March 24, 1975.

Descriptors: Pensions / Pension reform / *Employee Retirement Income Security Act of 1974 / Pension funds.

4-247

Pospisil, Vivian C.
The new law and your pension. Industry week, 184:24-29, March 3, 1975.

Descriptors: *Employee Retirement Income Security Act of 1974 / *Retirement benefits / *Pension vesting / *Pension funds.

4-248 S/I

Public retirement funds; discussion of state-controlled systems: retirement benefits, costs and legislation. Wisconsin taypayer, 42:1-8, November 1974.

Descriptors: *Wisconsin civil service / *Pension funds / State governments / Municipal government / Teachers / * Pension financing / *Retirement.

4-249

Reimer, William E., Jr.
Employee disclosure: another whole new ballgame. Pension world, 11:29-32+, February 1975.

Descriptors: *Employee Retirement Income Security Act of 1974 / *Reports to employees.

RETIREMENT (Cont'd)

4-250 Ie708.Sch8p

Schulz, James and others.
Providing adequate retirement income; pension reform in the United States and abroad. Hanover, N.H., University Press of New England, 1974. 330p.

Descriptors: *Sweden / *Belgium / *Canada / *Germany (Federal Republic, 1945-) / *Retirement income / *Social security.

4-251

Speakman, William H., 3rd.
Pension Reform Act of '74: the unfinished legislation. Pension world, 11:34-36+, February 1975.
The Act is just a beginning; much of the substantive law is yet to come in the form of Federal agency regulations.

Descriptors: *Employee Retirement Income Security Act of 1974.

4-252

Williams, Harrison A., Jr.
Development of the new pension reform laws. Labor law journal, 26:135-138, March 1975.

Descriptors: *Pension reform / *Employee Retirement Income Security Act of 1974.

4-253

Zaslow, Stanley.
The education of a prudent man. Pension world, 11:22-24+, February 1975.
Lists institutes and organizations that are scheduling seminars for professionals needing information on the application of the 1974 Pension Reform Act.

Descriptors: *Conferences / *Employee Retirement Income Security Act of 1974.

RETIREMENT--PLANNING

4-254

Pre-retirement plan for HO employees offered by Hancock.
Employee benefit plan review, p. 65, February 1975.

Descriptors: *Retirement planning / *John Hancock Mutual Life Insurance Co.

SAFETY

4-255

Stender, John H.
An OSHA perspective and prospective. Labor law journal, 26:71-78, February 1975.

Descriptors: *Occupational Safety and Health Act of 1970 / *State governments / *Safety.

SCIENTISTS AND ENGINEERS

4-256

Azevedo, Ross E.

Scientists, engineers, and the job search process. California management review, 17:40-49, Winter 1974.

Descriptors: *Scientists / *Engineers / *Job search / Research.

4-257

Engineering Manpower Commission Ie53 .En3En3en

The engineer's salary evaluation kit 1974. New York, 1974. 23p.

Bound with: Guidelines to professional employment for engineers and scientists.

Descriptors: *Engineers--Pay / *Pay rates.

4-258

Rotondi, Thomas, Jr.

Organizational identification: issues and implications. Organizational behavior and human performance, 13:95-109, February 1975.

Descriptors: *Socialization / *Scientists--Characteristics / *Engineers--Characteristics / Research.

4-259

Schaffner, Robert M.

Can a scientific/technical executive from industry find happiness in a government agency?

Management review, 64: 19-24, March 1975

Descriptors: *Public administration/ *Industrial management / *Research administration / *Motivation / *Civil service / *Executives--Responsibilities / Federal government.

SUPERVISION

4-260

Farrant, Alan W.

Speeding the slow employee. Supervision, 37:29, March 1975.

Descriptors: *Performance / *Supervision.

4-261

Wall, James A., Jr.

Managing negotiators. Business horizons, 18:41-44, February 1975.

Descriptors: *Negotiators / *Role conflict / *Supervision.

SUPERVISORS

4-262
Carnarius, Stan.
So you're going to handle supervisory training.... Training and development journal, 29:3-8, February 1975.

Descriptors: *Supervisors--Training / *Training needs analysis / *Training evaluation / *Training planning.

4-263
Faulkner, Marion E.
The supervisor--a functioning manager! Training and development journal, 29:10-14, February 1975.

Descriptors: *Supervisors--Attitudes / *Job satisfaction / Motivation.

4-264
Finch, Stephen A.
A supervisor's greatest challenge. Supervision, 37:25-26, March 1975.

Descriptors: *Supervisors--Responsibilities / *Supervisors--Abilities.

4-265
Gates, Al.
Supervisory style through supervisory communication. Supervisory management, 20:32-34, March 1975.

Descriptors: *Supervisors--Abilities / *Oral communication.

4-266
Pfann, Robert L.
Neither fish nor fowl. Personnel journal, 54:149+, March 1975.
The first-line supervisor must be given "a clear definition of his authority and compensation commensurate with his responsibilities."

Descriptors: *Supervisors--Pay / *Supervisors--Responsibilities.

4-267
Stinson, John E. and James A. Lee.
The deemphasis of supervisory training. Training and development journal, 29:38-40, February 1975.
As evidenced by the decline in published literature on supervisory training.

Descriptors: *Supervisors--Training.

TESTS

4-268 Ie182 .Ed8c
Educational Testing Service.
CLEP general and subject examinations; descriptions and sample questions. n.p., 1974.
104p.

Descriptors: *Tests, Achievement / *Universities and colleges / Sample questions / *College-Level Examination Program.

TESTS (Cont'd)

4-269

Feldhaus, John.
Weighted ratings: performance criteria for concurrent validations of a police selection test. Public personnel management, 4:122-127, March-April 1975.

Descriptors: *Test validity / *Police--Tests / *South Dakota civil service / State governments / Municipal government.

4-270

Rappaport, Cyril M.
Employment testing: apropos or no. Hospitals, 49:119-121, March 16, 1975.

Descriptors: *Tests / *Selection / *Hospital workers.

4-271 Ie221 .B93t 1974

Tests in print II; an index to tests, test reviews, and the literature of specific tests, ed. by Oscar Krisen Buros. 2d ed. Highland Park, N.J., Gryphon Press, 1974. 1107p.

Descriptors: *Tests--Bibliography / *Tests--Indexes / *Tests, Mental--Bibliography / *Tests, Vocational interest--Bibliography / *Tests, Personality--Bibliography / *Tests, Achievement--Bibliography.

TRAINING

4-272

Becker, Stephen P.
Temporaries. Training, 12:21-22+, February 1975.
Experience of St. Johnsbury Trucking Company in using temporary trainers to implement real-time on-line computerized freight-control system for 2500 employees.

Descriptors: *Training administration / *Training planning / *Training officers / *Detail.

4-273

Bellman, Geoffrey.
Surveying your supervisory training needs. Training and development journal, 29:25-33, February 1975.
Includes 4-page Needs Survey Data Sheet.

Descriptors: *Supervisors--Training / *Training needs analysis.

4-274

Chairs, tables ... and other learning environments.
Training, 12:40-41, February 1975.
Includes shape and size of room, lighting, walls, floor covering, furniture arrangement as well as specifics on chairs and tables.

Descriptors: *Office furniture / *Conference centers.

TRAINING (Cont'd)

4-275
Gale, Cynthia.
Functional language training. Training, 12:30-32, March 1975.

Descriptors: *Foreign languages--Training.

4-276
Littledale, Harold.
Front-end analysis. Training, 12:27-29+, March 1975.
Interview with Joe Harless.

Descriptors: *Performance / *Training planning.

4-277
Ruprecht, Mary.
Career growth. Words, 4:26-28, March 1975.

Descriptors: *Employee development / *Secretaries / *Job descriptions / Performance evaluation--Forms / *Word processing personnel / Administrative support secretaries.

M-Fiche

4-278
Wedemeyer, Charles A.
Institution building and evaluation. Washington, Educational Resources Information Center, 1973. 30p. (ED-078-298)
Performing organization: Wisconsin University.
Paper presented at Conference and Workshop on Correspondence Education in Africa, Nairobi, Kenya, June 4-13, 1973.

Descriptors: *Correspondence courses / *Training administration / *Program evaluation / *Models and model making.

4-279
Yavelow, Mark.
Video; a bibliography for trainers. Training, 12:42-44, February 1975.

Descriptors: *Audiovisual aids--Bibliography / *Television--Production and direction--Bibliography / *Video tape recorders and recording--Bibliography.

TRAINING--ADMINISTRATION

4-280
Becker, Stephen P.
Developing your staff. Training, 12:18+, March 1975.

Descriptors: *Training officers / *Supervision.

TRAINING--ADMINISTRATION (Cont'd)

4-281

Duet, Claude P., Jr. and John W. Newfield.
Sources of information for the development of training programs. Personnel journal, 54:162-164+, March 1975.
Suggests use of theses, dissertations, State documents and Education Resources Information Center (ERIC) publications.

Descriptors: *Information sources / *Training administration.

4-282

Salinger, Ruth D.
Why training fails. Training, 12:28-33, February 1975.
Based on the U.S. Civil Service Commission publication Disincentives to Effective Employee Training and Development.

Decriptors: *Training administration/ *Training consultants / *Training officers--Responsibilities.

TRAINING EVALUATION

4-283

Woodward, Nicholas.
The feasibility of evaluating apprentice training. Journal of European training, 3:226-236, no. 3 1974.
Based upon a research project carried out for the Shipbuilding Industry Training Board.

Descriptors: *Apprenticeship / *Training evaluation.

TRAINING METHODS

4-284

Kurzrock, Walter.
Media packages; how to make and use them. Training, 12:36-39, March 1975.

Descriptors: *Training methods / *Audiovisual aids.

4-285

Margerison, Charles J.
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